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Measurable Efficiency Transformation of an Executive Team

CASE STUDY

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Case Study: Transforming an Executive Team at Expur S.A.

A Journey from High Effort and Low Performance to Strategic Leadership and Exceptional Results

Executive Summary

Between September 2024 and September 2025, the executive management team (ExCo) of Expur S.A., a leading company in its sector, underwent an intensive 11-month team coaching program. The engagement was initiated to address a critical challenge: despite significant effort from its members, the team struggled with low task performance, inefficient processes, and a lack of strategic alignment.

Leveraging the **6 Team Conditions** framework, the coaching intervention used the data-driven Team Diagnostic Survey (TDS) to guide the team through a profound transformation. Over the course of 11 coaching sessions and regular progress monitoring, the ExCo evolved from a reactive group of individual managers into a cohesive, proactive, and highly effective leadership team.

The results were dramatic and measurable. The team's self-assessed **Task Performance score surged from 3.17 to 4.17 out of 5**. Key process metrics like **Strategy skyrocketed from 3.06 to 4.67**, and the application of **Knowledge & Skills reached a perfect 5.0 from a starting point of 3.5**. This success not only transformed the team's dynamics and effectiveness but also met the highest performance targets outlined in the coaching contract, validating the significant return on investment.

Client Profile

Expur S.A. is a major player in the agribusiness industry. The focus of this engagement was its six-member executive management team (ExCo), led by CEO Nikolay Belchev. The team comprised the heads of Finance, HR, Industrial Operations, Sales, and Supply Chain.

The Challenge: The "Before" Picture

The initial Team Diagnostic Survey (TDS) in August 2024 painted a clear picture of a team running hard but struggling to move forward effectively.

Key Pain Points:

1. **The Effort-Performance Gap:** The team's highest initial score was in **Effort (4.72/5)**, yet its lowest was in **Task Performance (3.17/5)**. This frustrating disconnect was a primary source of dissatisfaction and a clear sign of inefficiency. Team members were working diligently but their collective output did not meet their own standards.
2. **Weak Strategic Processes:** With a score of just **3.06/5 for Strategy**, the team lacked a robust process for developing and executing effective, long-term plans. Meetings were often consumed by operational details rather than strategic direction.
3. **Ineffective Meetings:** Analysis revealed that **42% of meeting time was spent on simple information sharing**, while mission-critical activities like making **common decisions (14%)** and performing **collective work (12%)** were neglected. Meetings lacked clear purpose, structure, and decision-making protocols.
4. **Lack of a Shared Purpose:** While individual members had ideas about the team's purpose, there was no clear, compelling, and universally agreed-upon objective that unified their efforts. This led to a lack of interdependence and a tendency to operate in functional silos.
5. **A Reactive Mindset:** The team's modus operandi was largely managerial and reactive—addressing problems as they arose. There was a clear opportunity to shift toward a proactive, leadership-oriented mindset focused on creating and shaping the future.

The Intervention: A Structured Coaching Journey

The 11-month program was designed to systematically address the conditions hindering the team's effectiveness. The methodology was anchored in the 6 Team Conditions framework, which posits that the right structural conditions are the primary drivers of a team's behavior and, ultimately, its results.

Key Interventions Included:

1. **Data-Driven Diagnosis and Reflection:** Each of the 11 sessions began with a debrief of the latest TDS Pulse Check report. This provided objective, quantitative data that grounded conversations and allowed the team to track progress, build self-awareness, and focus its efforts.

2. **Observing and Re-engineering Meetings:** As the coach, I observed the ExCo's live meetings (with sessions recorded for detailed analysis). I provided direct, evidence-based feedback using a "Situation-Behavior-Impact" model. This exposed counterproductive patterns, such as talking over one another, lack of preparation, and the CEO dominating problem-solving.
3. **Defining a Compelling Purpose and Shared Values:** A crucial offsite session was facilitated at "Casa Vlăsia." Here, the team collaboratively defined its core purpose and translated the corporate vision into five core team values: **Sustainability, Health, Innovation, Operational Excellence, and Safety.**
4. **Implementing New Structures and Norms:** To move from insight to action, the team co-created and implemented new structures:
 - o **Meeting Roles:** Rotational roles—including Facilitator, Time Keeper, Norm Keeper, and Challenger—were introduced to distribute responsibility and ensure discipline.
 - o **Decision-Making Algorithm:** A formal template was created to evaluate potential decisions against the five core values, ensuring alignment and objectivity.
 - o **Meeting Formats:** The team distinguished between different types of meetings (strategic decisions, operational conclaves, information sharing) and structured agendas accordingly.
5. **Coaching the Leader and the Team:** The process involved coaching the CEO to transition from a directive style to a more facilitative one, creating space for other team members to step up. The team was coached to embrace healthy conflict, provide mutual feedback, and hold each other accountable for new behaviors.

The Results: The "After" Picture

The transformation by the final Pulse Check in September 2025 was remarkable. The team had successfully rewired its internal processes and culture, leading to outstanding improvements across the board.

Quantitative Improvements:

The evolution of the team's scores demonstrates a clear and sustained positive trajectory.

Metric	Initial Score (Aug 2024)	Final Score (Sep 2025)	Change
Task Performance	3.17	4.17	+1.00
Strategy	3.06	4.67	+1.61
Knowledge & Skills	3.50	5.00	+1.50

Compelling Purpose	4.11	5.00	+0.89
Sound Structure	3.75	4.94	+1.19
Supportive Context	3.98	4.96	+0.98

The overall average effectiveness score—a composite of Quality of Group Process, Member Satisfaction, and Task Performance—increased from **3.83 to 4.67**. This **+0.84 delta** surpassed the highest performance threshold in the coaching contract, unlocking the full performance-based fee and providing a clear financial validation of the program's success.

Qualitative Improvements:

- **From Information Exchange to Decision Factory:** Meetings became purposeful, structured, and action-oriented, serving as the engine for the business's strategic progress.
- **From Reactive Managers to Proactive Leaders:** The team shifted its focus from day-to-day firefighting to anticipating future challenges and opportunities, guided by their shared purpose and values.
- **Enhanced Cohesion and Psychological Safety:** With clear norms and distributed responsibility, communication became more open and effective. Trust and collaboration replaced siloed thinking.
- **Shared Ownership:** The team developed a powerful sense of collective ownership over its processes, decisions, and results.

Conclusion and Key Takeaways

The journey of the Expur S.A. executive team demonstrates that significant and sustainable improvements in team effectiveness are achievable with a structured, data-driven approach. The engagement highlights several critical lessons for leadership teams seeking to elevate their performance:

- **Conditions Drive Behavior:** Lasting change comes not from simply trying harder, but from intentionally designing the structural conditions (a clear purpose, sound structure, supportive context) that enable success.
- **Data is the Catalyst for Change:** Objective data from tools like the TDS removes defensiveness and allows a team to have honest, productive conversations about its strengths and weaknesses.
- **Structure is Liberating, Not Restricting:** Simple tools like defined meeting roles and decision-making templates can fundamentally change team dynamics, foster accountability, and improve outcomes.

- **Leadership is a Team Sport:** The most effective executive teams operate as an interdependent leadership unit, sharing responsibility for setting direction and driving the organization forward.

By deliberately focusing on improving its core conditions, the Expur ExCo transformed itself from a group of hard-working individuals into an exceptional and strategic leadership team.

About George Bragadireanu | Executive Coach

George Bragadireanu specializes in coaching successful leaders and teams through their most critical career transitions.

His proven process helps executives step back from the daily operational demands to embrace a more strategic perspective. With over a decade of experience, George has guided numerous leaders and teams to achieve transformative growth, renewed purpose, and measurable results.

The Autonomous Team is a structured program designed for the CEO who needs a team that works. A Harvard-based framework for executive alignment and performance.

Schedule an exploratory call to discuss your unique leadership challenge.

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